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ABSTRACT

Much of administrative preparation and practice centers on problem solving, developing alternative solutions, and selecting among competing alternatives for the most feasible solutions. Some of the persistent dilemmas resident in the training and the functioning of administrators are examined here by scholars and practitioners of educational administration from around the world. The text is divided into six sections. The three chapters in the first section present educational dilemmas using Larry Cuban's notion of dilemmas set in the broad context of school administration, in both developed and developing nations. Chapters in the next four sections are clustered by category: societal and ethical dilemmas, organizational dilemmas, role dilemmas, and professional development dilemmas confronted by school administrators. Some of the topics discussed in these chapters include dilemmas in multiethnic schools, relativism, teacher compensation, performance-related pay, school-based management, principals' dilemmas, political leadership in educational policy change, problem-based learning, educating school administrators, and the need for mentoring in a developing country. The final section focuses on emerging dilemmas of leadership in decentralized schools, and it examines such issues as reframing educational leadership in the perspective of dilemmas and reconceptualizing the use of knowledge in school decision-making. (Includes an index and approximately 360 references.) (RJM)

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